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Working Draft

*perusal figures are
as of 31 July 1954*

MEMORANDUM FOR: Deputy Director of Central Intelligence
THRU: Deputy Director (Administration)
SUBJECT: Agency Ceiling Reserve

1. PROBLEM:

can the Agency
How best to meet the continuing need for a reservoir of civilian ceiling positions in the face of a rapidly diminishing Director's Reserve?

2. FACTS BEARING ON THE PROBLEM:

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a. As of 30 August 1954, there ^{were} positions in the Director's Reserve. Against this, there are in process requests for civilian ceiling increases totaling .

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b. The total Agency civilian ceiling is . Against this, ^{25X9A2} the civilian on-duty strength is , leaving a potential reserve of .

c. There are candidates in process and recruitment requests. ^{25X9A2}
Were all of these to result in EOD's, the potential reserve of ^{25X9A2}
would be exceeded by . ^{25X9A2}

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d. Of the apparent potential excess over Agency ceiling, is chargeable to the Interim Assignment Branch (IAB). ^{25X9A2}

e. The Agency budget is based on an on-duty strength of under ceiling, ^{25X9A2}
whereas actual on-duty strength is under ceiling. ^{25X9A2}

3. DISCUSSION:

a. Total obligations against ceiling (on-duty strength, candidates in process, and active recruitment requests) were examined by principal component in

** All figures are as of and were obtained from Planning & Analysis Staff, Office of Personnel*

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an endeavor to locate slack which might be tightened to replenish the Director's Reserve. Attempt was made in this examination to correct the in-process and recruitment-request figures to allow for probable loss, in order to obtain the most realistic picture possible of obligations against ceiling. (See Tab) Differences in practice on the part of principal components, plus the difficulties in arriving at acceptable correction factors, ^{diminish} detract from the significance of the in-process and recruitment-request figures, both raw and corrected.

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b. The IAB, which accounts for of the uncorrected potential excess over Agency ceiling, has an on-duty strength of and candidates in process, against a ceiling of . As a reservoir of provisionally

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qualified clerical and sub-professional personnel, the function of the IAB is to provide insurance for the Agency at large against the relatively high attrition in these two categories. The application of ceiling to the IAB ^(appears to) serves no practical purpose except that of earmarking payroll funds. In effect, if the IAB is to perform its function effectively, its strength, real or projected, must bear a direct relationship to total-Agency need as reflected through the expressed needs of the principal components; its strength cannot, realistically, be governed by an arbitrary ceiling. Further, inasmuch as the personnel of the IAB are oriented toward ceiling positions in principal components, the validity of reserving a segment of Agency ceiling for this common-concern contingency function is subject to question. Exclusion of the IAB from the application of ceiling would result in the reservation of ceiling to operating components of the Agency. Until such time as on-duty strength more closely

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approximates ceiling, (it would appear that) payroll for the IAB could (readily) ^{be} absorbed by the [redacted] differential between budgeted ([redacted] under 25X9A2 ceiling) and actual ([redacted] under ceiling) total-Agency "OI" funds. *ph Ques*

4. CONCLUSIONS

- a. There is considerable variation in the approach of the principal components toward closing the gap between on-duty strength and ceiling. Because of the lack of uniformity in policy and procedure, any arbitrary seizure of reserves without a thorough study of the situation in each component would be premature, inequitable, and disruptive.
- b. The application of ceiling to the unique IAB function is unrealistic in that (1) it does not set a firm limit to on-duty or in-process strength, and (2) to the extent that IAB personnel are directed toward specific ceiling positions in operating components, it represents a ceiling duplication. *? ph*
- c. Without imminent risk of over-obligation of "OI" funds, withdrawal of the IAB from ceiling would result in:
 - (1) The reservation of ceiling to directly productive operations in fulfillment of Agency responsibilities.
 - (2) The freeing of [redacted] positions for a ceiling reserve.

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5. RECOMMENDATIONS

- a. That the IAB be excluded from the application of ceiling.
- b. That the [redacted] civilian ceiling positions thus freed, plus any positions remaining in the Director's Reserve, be placed in an Agency Ceiling Reserve to be administered by the DD/A without reference to the DCI.
- c. That all problems which have a bearing on the ^{Total} Agency ceiling continue to be referred to the DCI.

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- d. That the Management Staff study the personnel statistics each month for the total Agency and for each principal component, and call to the attention of the DD/A any situation which seems to be out of line or deserving of special comment.
- e. That the above recommendations be put into effect immediately.
- f. That the Management Staff, working with the Office of the Comptroller and the Office of Personnel, study the related problems of T/O v. ceiling, impact of ceiling on personnel practices (e.g., use of recruitment requisitions, double slotting and over-recruiting in the attempt to bring strength up to ceiling, hedging against possible reductions, ^{in strength and/or ceiling} etc.), appropriateness of present ceiling allocations, budgeting for personal services, and personnel accounting; and that the Management Staff develop and present recommendations designed to produce (1) uniformity in understanding and practice with respect to the impact of and operation under ceiling restrictions, and (2) simpler, more meaningful personnel statistics as an aid to improved operation.


Chief, Management Staff

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CONCURRENCES:

AD/Personnel

Comptroller

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APPROVED:

Deputy Director of Central Intelligence

APPROVAL RECOMMENDED

Deputy Director (Administration)

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